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**EFFECT OF WORKPLACE INCIVILITY AND DESPOTIC LEADERSHIP ON JOB
SATISFACTION:
MEDIATING ROLE OF EMOTIONAL EXHAUSTION**



ABDUL SAMAD DAHRI

UUM
Universiti Utara Malaysia

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Kolej Perniagaan
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Universiti Utara Malaysia

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Pemeriksa Luar
(External Examiner)

: **Prof. Madya Dr. Shaiful Anuar Khalid (UiTM)**

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: **Assoc. Prof. Dr. Norsiah Mat**

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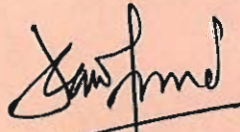
Tarikh: **16 May. 2019**
(Date)

Nama Nama Pelajar : Abdul Samad Dahri
(Name of Student)

Tajuk Tesis / Disertasi : Effect of Workplace Incivility and Despotic Leadership on Job Satisfaction :
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Nama Penyelia/Penyelia-penyelia : Assoc. Prof. Dr. Kamal Ab. Hamid
(Name of Supervisor/Supervisors)


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ABSTRACT

The public healthcare sector, particularly in developing countries like Pakistan, has a serious problem of nurses' job satisfaction with limited resources, lack of research, and evidence-based administrative interventions. This study aims to investigate the effect of workplace incivility, despotic leadership and emotional exhaustion on nurses' job satisfaction in public hospitals of Pakistan. Affective Events Theory (AET) assumptions were tested for the negative effect of workplace incivility and despotic leadership on job satisfaction through the mediation of emotional exhaustion. The response was gathered by a self-administered survey based on stratified random sampling among registered nurses in 24 district public hospitals of Sindh province in Pakistan. The collected data were analysed using the structural equation model (SEM) technique in Smart PLS 3.2.8. The results of PLS-SEM path modeling analyses for a sample of 265 registered nurses revealed that workplace incivility has an insignificant direct effect on job satisfaction. Meanwhile, workplace incivility was positively associated with emotional exhaustion among nurses. The findings also indicated the direct negative effect of despotic leadership in reducing job satisfaction and increasing emotional exhaustion among nurses. Furthermore, bootstrapping results revealed that emotional exhaustion successfully mediated for the indirect relationship between workplace incivility, despotic leadership, and job satisfaction. Practically, empirical evidence of this study provides firm grounds for the HR managers and government policymaker for interventions under limited resources. Institutionalization of ethical working practices must be carefully devised to tackle the negative effects of incivility. Also, the harsh leader-subordinate relations in public hospital should be in harmony to intervene in the negative effect of despotic leadership on nurses' job satisfaction. Future studies are suggested to extend research in terms of respondents, geographical location and methodology of analysis.

Keywords: Workplace incivility, despotic leadership, emotional exhaustion, Job satisfaction, Pakistan.

Abstrak

Sektor kesihatan awam khususnya di negara membangun seperti Pakistan mempunyai masalah kepuasan kerja jururawat yang serius dengan sumbernya yang terhad, kekurangan kajian, dan campur tangan pentadbiran berdasarkan bukti. Kajian ini bertujuan menyelidik kesan ketidaksopanan di tempat kerja, kepimpinan bersifat kuku besi dan keletihan emosi terhadap kepuasan kerja jururawat di hospital awam Pakistan. Andaian Teori Peristiwa Afektif telah diuji bagi melihat kesan negatif ketidaksopanan di tempat kerja dan kepimpinan kuku besi terhadap kepuasan kerja melalui penyederhanaan keletihan emosi. Maklum balas dikumpulkan melalui borang soal selidik yang ditadbir sendiri berdasarkan persampelan rawak berstrata dalam kalangan jururawat berdaftar di 24 buah hospital di daerah Sindh, Pakistan. Data yang terkumpul dianalisis menggunakan teknik pemodelan persamaan berstruktur (SEM) dengan Smart PLS 2.3.8. Hasil analisis dengan menggunakan PLS_SEM ke atas 265 sampel jururawat yang berdaftar mendapati ketidaksopanan di tempat kerja mempunyai kesan langsung yang tidak signifikan terhadap kepuasan kerja. Sementara itu, ketidaksopanan di tempat kerja berkait secara positif dengan keletihan emosi dalam kalangan jururawat. Hasil kajian juga menunjukkan kesan negatif secara langsung kepimpinan bersifat kuku besi dalam mengurangkan kepuasan kerja dan meningkatkan keletihan emosi dalam kalangan jururawat. Selain itu, hasil butstrap menunjukkan keletihan emosi berjaya mengantarakan hubungan tidak langsung antara ketidaksopanan di tempat kerja, kepimpinan bersifat kuku besi, dan kepuasan kerja. Secara praktikalnya, bukti empirik kajian ini mengukuhkan lagi asas kepada pengurus sumber manusia dan penggubal dasar kerajaan untuk campur tangan walaupun dengan sumber yang terhad. Penginstitusian amalan kerja beretika perlu dirancang dengan teliti bagi menangani kesan negatif ketidaksopanan. Pada masa yang sama, hubungan buruk antara pemimpin dengan pegawai bawahan di hospital awam perlu diharmonikan bagi mengantara kesan negatif kepimpinan bersifat kuku besi terhadap kepuasan kerja jururawat. Kajian akan datang dicadangkan untuk meluaskan lagi kajian dari segi responden, lokasi geografi dan kaedah analisis.

Kata kunci: ketidaksopanan di tempat kerja, kepimpinan bersifat kuku besi, keletihan emosi, kepuasan kerja, Pakistan

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LIST OF ABBREVIATIONS

AET	Affective Events Theory
AMN	American Mobile Nurses
EJSE	Employee Job Satisfaction Engagement
GDP	Gross Domestic Product
HR	Human Resource
HR-in-Asia	Human Resource in Asia
MoPD&R	Ministry of Planning, Development, and Reform
PES	Pakistan Economic Survey
PLS-SEM	Partial Least Square – Structural Equational Modelling
PNC	Pakistan Nursing Council
USA	United States of America
UK	United Kingdom
UNDP	United Nations Development Program
WHO	World Health Organization



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Contemporary organizations around the globe have become competent and need a workforce that delivers targeted services aiming for stable growth and development of employer, employee, and community in the long run. This overall well-being was found associated with the healthcare system by Swayne, Duncan, and Ginter (2012) as well as crucial for the development and strengthening of any nation's well-being globally. Such that, the healthcare sector not only provides economic expansion potential but also serves the basic needs of the country (Mahmud & Parkhurst, 2007). Therefore, healthcare grabbed increasing attention globally which covers the institutions, organizations, and resources for example, physical, financial, and human, assembled to deliver healthcare services that meet population needs (Mills, 2014).

Noticeably, as healthcare mainly comprises of nurses (Davis, Sloan, & Wunderlich, 1996). According to Deloitte an annual report (2015), while the global healthcare sector is growing, where nurses have an essential role after doctors, in providing better healthcare services particularly when it comes to patient care concerning to the quality services from nurses. This directs to nurses' satisfaction in any healthcare system that holds core value for quality patient care and the healthcare system. Accordingly, job satisfaction is critical in retaining and attracting well-qualified personnel in healthcare (Mosadegh & Hossein, 2006), so that they can serve healthcare at their best possible.

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APPENDICES

Appendix A

RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE



**Pusat Pengajian
Pengurusan Perniagaan**
SCHOOL OF BUSINESS MANAGEMENT
Universiti Utara Malaysia

Dear Sir/Madam,

My name is Abdul Samad Dahri, a Ph.D. student at the College of Business, Universiti Utara Malaysia. My research centers nurses in public healthcare hospitals in Sindh. This study aims to find the evaluation of nurses' overall job satisfaction. I would be grateful for your participation to complete the questionnaire in this regard.

The questionnaire consists of 37 items only. Rest assured, to keep your information and your identity confidential and unknown. Your response will be used only for educational purposes. As per ethical protocols of Universiti Utara Malaysia.

For any difficulty, you can ask me for help, without any hesitation, on mob / WhatsApp: +92333-2863756 or you can email me at dahriabdulsamad@gmail.com.

Your gratefully,

Abdul Samad Dahri
Doctoral Research Scholar

: dahriabdulsamad@gmail.com./ Abdual_samad@uum.edu.my
 +92333-2863756 / +60105655503

QUESTIONNAIRE

SECTION A

Please be assured that your response is for research purpose and will be kept confidential. Please select a suitable answer to each item by (✓) mark.

1. Gender:

☐ Male

☐ Female

2. Age in years

☐ 20 to 30

☐ 31 to 40

☐ 41 to 50

☐ 51 and above

3. Qualification:

☐ 3-year Diploma

☐ Bachelors Nursing

☐ Masters Nursing

☐ O others _____.

4. Job title:

☐ Staff Nurse

☐ Assistant Nurse

☐ General Ward Nurse

5. Work experience in years

☐ Below 1

☐ 1 to 3

☐ 4 to 7

☐ 8 and above

Section B: Despotic Leadership

Please tick any of the encircled number (1= Strongly Disagree, 2= Disagree, 3= neutral, 4=Agree, 5= Strongly Agree), according to the experience with your immediate supervisor for the following statements to the extent you disagree or agree for each statement.

01. My supervisor is punishing; has no pity or compassion
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
02. My supervisor is in charge; intolerant to disagreement, gives orders
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
03. My supervisor acts like a tyrant or despot; imperious
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
04. My supervisor tends to be unwilling to relinquish control of projects or tasks
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
05. My supervisor expects unquestioning obedience from subordinates
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
06. My supervisor is unforgiving; seeks revenge when wronged
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5

Section C: Workplace Incivility

Please tick any of the encircled number (1= not at all, 2= very rare, 3= rarely, 4= occasionally, 5= sometimes, 6=often, 7= very much), according to the experience that you were in a situation by any of your doctors or physicians or co-workers or patients or their family, while deployed in the hospital with respect to the following statements.

07. Put you down or was condescending to you
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7
08. Paid little attention to your statement or showed little interest in your opinion
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7
09. Made demeaning or derogatory remarks about you
<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7
10. Addressed you in unprofessional terms, either publicly or privately

	1	2	3	4	5	6	7
11. Ignored you from a professional company							
	1	2	3	4	5	6	7
12. Doubted your judgment on a matter over which you have responsibility							
	1	2	3	4	5	6	7
13. Made unwanted attempts to draw you into a discussion of personal matters							
	1	2	3	4	5	6	7

Section D: Emotional Exhaustion

Please tick any of the encircled number (1= never, 2= rarely, 3= occasionally, 4= sometimes, 5= frequently, 6=usually, 7= every time) according to your experience, while deployed in the hospital with respect to the following statements.

14. I feel emotionally drained from my work							
	1	2	3	4	5	6	7
15. I feel used up at the end of the workday							
	1	2	3	4	5	6	7
16. I feel fatigued when I get up in the morning.							
	1	2	3	4	5	6	7
17. Working with people all day is really a strain for me							
	1	2	3	4	5	6	7
18. I feel burned out from my work							
	1	2	3	4	5	6	7
19. I feel frustrated by my job							
	1	2	3	4	5	6	7
20. I feel I'm working too hard on my job							
	1	2	3	4	5	6	7
21. Working with people directly puts too much stress on me							
	1	2	3	4	5	6	7
22. I feel like I'm at the end of my rope							
	1	2	3	4	5	6	7

Section E: Job Satisfaction

Please tick any of the encircled number (1= strongly disagree, 2= disagree, 3= somewhat disagree, 4= neither agree or disagree, 5= somewhat agree, 6= agree, 7= strongly agree), according to the satisfaction while deployed in the hospital with respect to the following statements.

23. I am satisfied with the physical work conditions	1	2	3	4	5	6	7
24. I have the freedom to choose my own method of working	1	2	3	4	5	6	7
25. I am satisfied with my fellow workers	1	2	3	4	5	6	7
26. I am satisfied with recognition for good work	1	2	3	4	5	6	7
27. I am satisfied with my immediate boss	1	2	3	4	5	6	7
28. I am satisfied with the amount of responsibility I am given	1	2	3	4	5	6	7
29. I am satisfied with my pay rate	1	2	3	4	5	6	7
30. I am given the opportunity to use my abilities	1	2	3	4	5	6	7
31. There are good relations between management and workers	1	2	3	4	5	6	7
32. I am satisfied with the available chances of promotion	1	2	3	4	5	6	7
33. I am satisfied with the way hospital is managed	1	2	3	4	5	6	7
34. Attention is paid to suggestions given by me	1	2	3	4	5	6	7
35. I am satisfied with my work hours	1	2	3	4	5	6	7

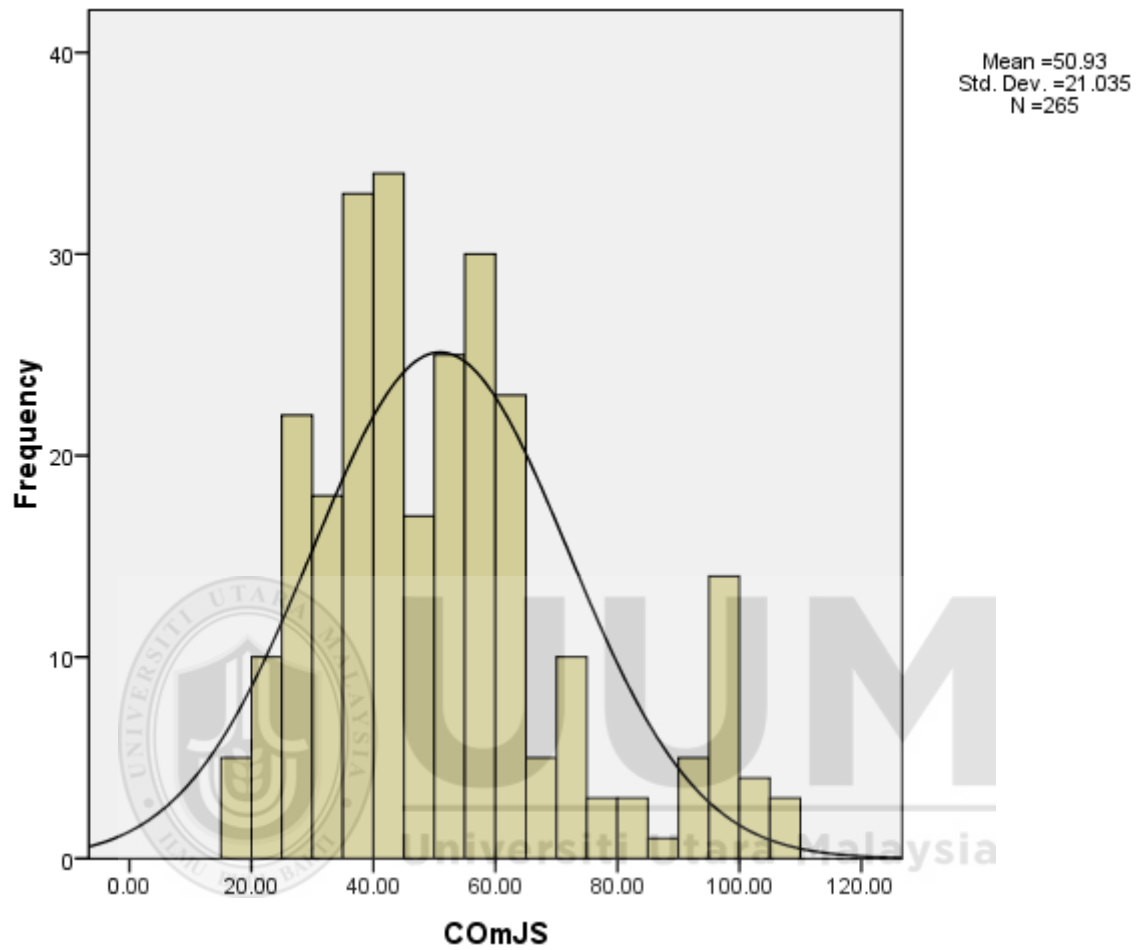
36. I am satisfied with the amount of variety in my job						
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. I am satisfied with my job security						
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank You.

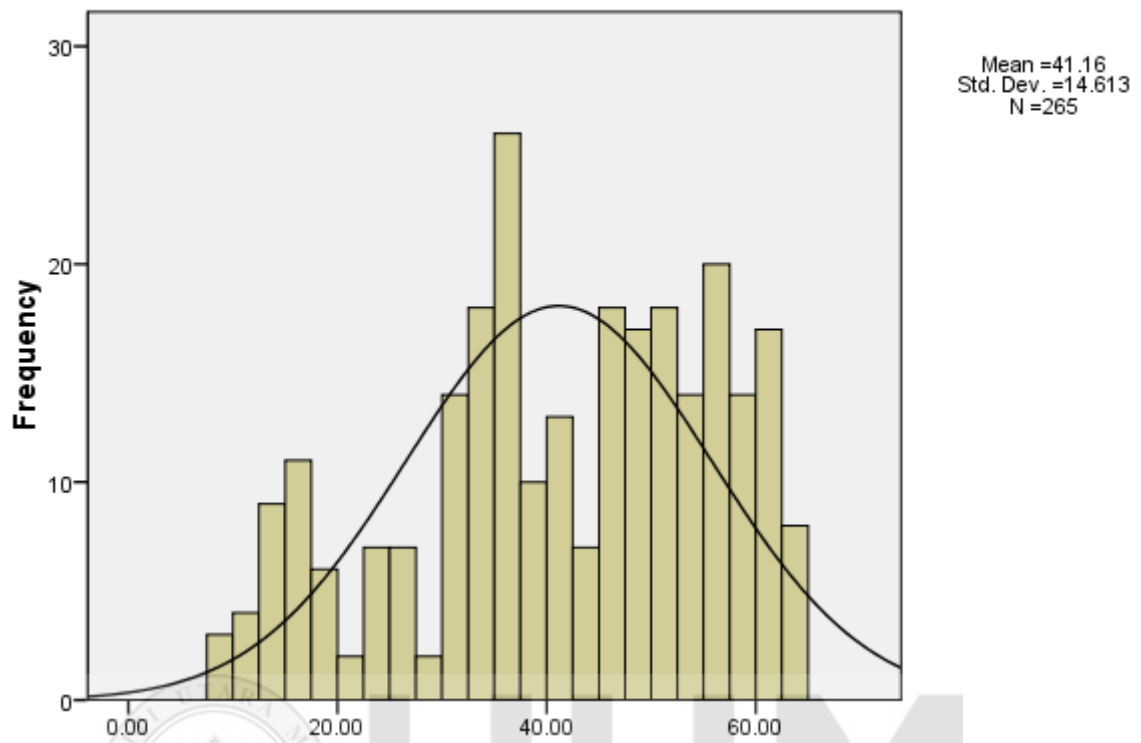


Appendix B

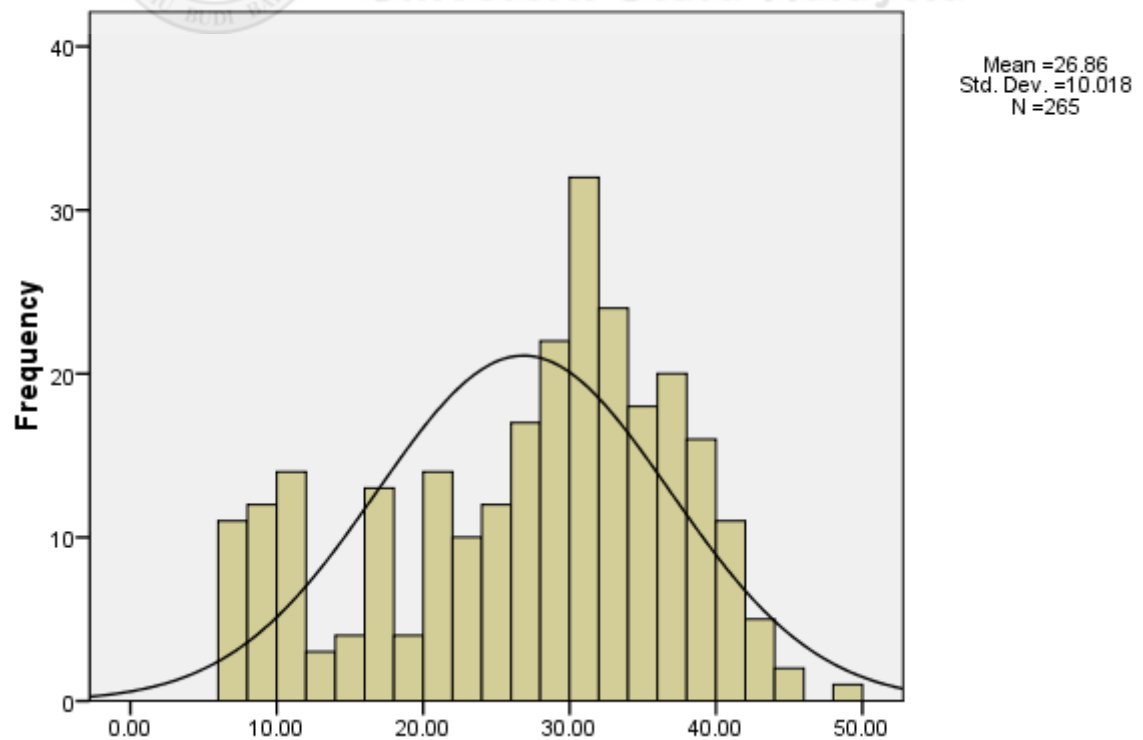
Normality distribution



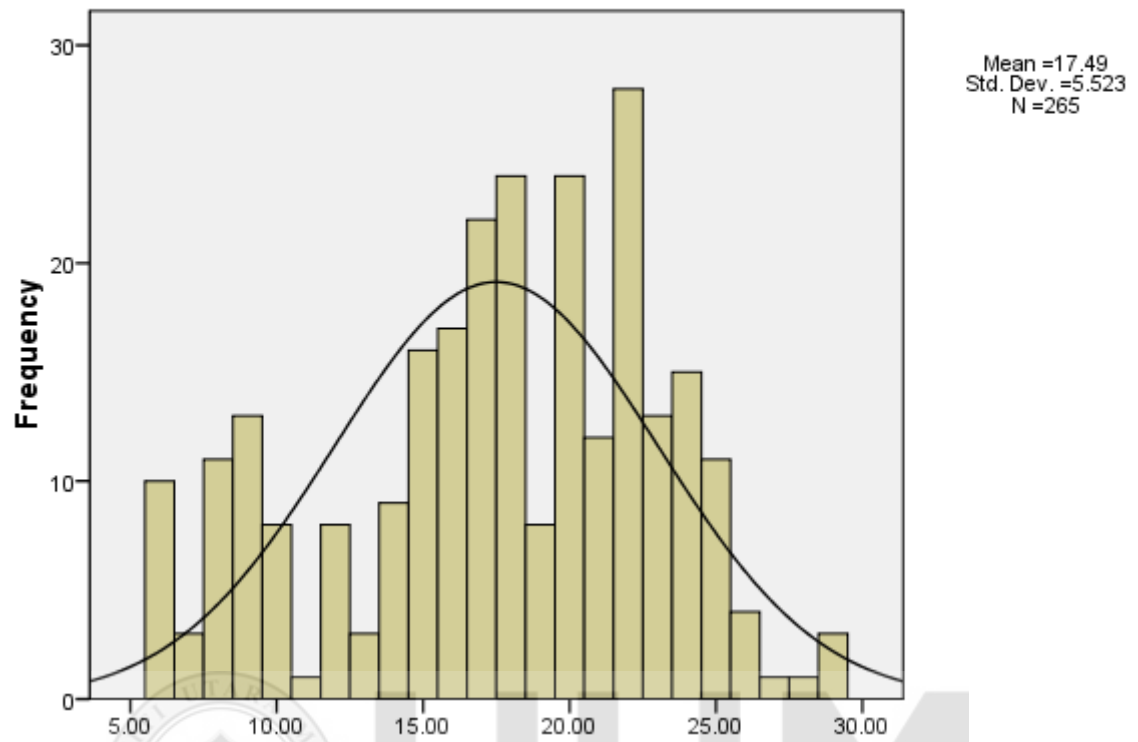
Emotional Exhaustion



Workplace Incivility



Despotic Leadership



UUM
Universiti Utara Malaysia

Appendix C

Decision of the Panel Reviewers Committee for PhD Proposal Defence

 **PUSAT PENGAJIAN PENGURUSAN PERNIAGAAN (SBM)**
SCHOOL OF BUSINESS MANAGEMENT
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARULAMAN
MALAYSIA

 **UUM**
Universiti Utara Malaysia

Tel: 604-928 7401
Faks (Fax): 604 928 7422
Laman Web (Web): www.abm.uum.my

"MUAFAKAT KEDAH"

Reference : UUM/COB/SBM/A-3/10
Date : 6 June 2018

Abdul Samad Dahri (902125)
School of Business Management
College of Business
Universiti Utara Malaysia

Dear Sir/Madam,

RESULT FOR ORAL EXAMINATION FOR PH.D PROPOSAL DEFENCE

We refer to your proposal defence presentation on **5 June 2018**. Based on your presentation, the Reviewer Committee has decided that:

1. You are given the status of **Pass with Minor revision**.
2. Attached herewith is the feedback from the Reviewer Committee for your further action. You may now proceed with the data collection upon the approval from your supervisor.

Congratulations and we wish you all the best in pursuing your studies.

Thank you.

"ILMU BUDI BAKTI"

Yours sincerely,


DR. DZULHAIM HILMAN BIN ABDULLAH
Dean
School of Business Management
UUM COB
Tel: +604928 7401 | Fax: +604928 7422 | E-mail: hilman@uum.edu.my

C.C. : Assoc. Prof. Dr. Kamal bin Ahmad
(Supervisor)
Dr. Tang Siew Mei
Assoc. Prof. Dr. Norshah bt. Mat
(Reviewer)

Universiti Pengurusan Terkemuka
The Eminent Management University

 **AACSB** ACCREDITED  **AMBA** ACCREDITED   **STARS** ACCREDITED  **JMQ** ACCREDITED     

Appendix D

Letter for data collection of approved research by UUM authority

 **OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS**
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

 **UUM**
Universiti Utara Malaysia

Tel: 004 926 7101/7103/7150
Faks (Fax): 004 926 7160
Laman Web (Web): www.oagseb.com.um.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1
11 June 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Abdul Samad Dahri (Matric No: 902125)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled **"The Influence of Incivility and Despotic Leadership on Job Satisfaction Among Nurses : Mediating Role of Emotional Exhaustion."** under the supervision of Assoc. Prof. Dr. Kamal Bin Ab Hamid.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, SAKTI"

Yours faithfully,


ROZITA BINTI RAMLI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c. - Supervisor
Student's File (902125)

Universiti Pangurusan Terkemuka
The Eminent Management University

Appendix E

Synthesis Matrix of Literature on Workplace incivility

S. No	Author/ Sample/ Package/ Journal	Variable	Results/ Recommendations
1	Spence Lashinger, H.K., Leiter, M., Day, A., & Gilin, D. (2019)/ 612 Canadian staff Nurses/ SPSS/ Q1- Journal of Nursing Management	Workplace incivility on Job satisfaction via Burnout	Co-worker and supervisor incivility separately measured. Both had negative relation with Job satisfaction and organizational commitment
2	Wilson, N. L., & Holmvall, C. M. (2013) 1469 retail and restaurant employees/ SPSS/Q1- Journal of occupational health psychology.	Job satisfaction, turnover intention, psychological and job specific strains	Customer incivility is negatively related to job satisfaction, positively related to psychological strain and job specific strains
3	Lim, V. K., & Teo, T. S. (2009)/ 192 banking and services Singapore employee/Q1- Information & Management.	Organizational commitment, job satisfaction, turnover intention, and deviance.	Cyber incivility is negatively related job satisfaction, positively related to turnover intention and workplace deviance.
4	Miner, K. N., Settles, I. H., PRATT-HYATT, J. S., & Brady, C. C. (2012)/ 210 students, 90 property management employees/ LISREL/ Q2- Journal of Applied Social Psychology.	Incivility, job satisfaction, physical health and psychological well-being.	Incivility is positively related to job stress and depression, negatively related to life satisfaction. Support buffers the incivility effect on job and life satisfaction, job stress, physical illness, and depression.
5	Miner-Rubino, K., & Reed, W. D. (2010)/ 90 property management employees /LISREL/ Q1- Journal of Applied Social Psychology.	Incivility on organizational trust, turnover intention, job satisfaction.	organizational trust mediated between workgroup incivility and turnover intention, burnout, and job satisfaction. Incivility had negative relation with job satisfaction.
6	Lim, S., Cortina, L. M., & Magley, V. J. (2008)/ 1662 federal judicial court employees/ Q1- Journal of Applied Psychology	incivility, job satisfaction and mental health as mediator, on turnover intention, and physical health	Incivility Negatively related to job satisfaction and mental health. Job satisfaction and mental health partially mediated between incivility and turnover intention.
7	Cortina, L. M., & Magley, V. J. (2009)/ 2772 university, attorneys, court employees/ Q1- Journal of occupational health psychology.	Frequency and variety of incivility, instigator power, target appraisal, coping reactions	frequent and varied incivility, and high power are appraised more negatively and trigger mild emotional appraisals. Incivility can negatively affect performance, job

8	Walker, R. Y. (2014)/ 157 USA teaching program nurses/SPSS/ University publication	Incivility on job satisfaction.	satisfaction and increase turnover intention. Incivility has no adequate effect on job satisfaction. Literature is silent on this relationship among nurses. Incivility had no significant relation with job satisfaction
9	Cingöz, A., & Kaplan, A. (2015)/123 hotel employee In Turkey/WEI International Academic Conference Proceedings, Vienna, Austria.	Workplace incivility on Job satisfaction and organizational trust.	workplace incivility was positively related to organizational trust. Incivility was not significantly related to job satisfaction.
10	Welbourne, J. L., Gangadharan, A., & Esparza, C. A. (2016) /262 university employees/ Q1 Journal of Occupational Health Psychology	Incivility moderated by culture on Job satisfaction burnout	Incivility effect varies with culture. Effect of incivility is negative with job satisfaction and positive with burnout.
11	Smidt, Olivia, Leon T. De Beer, Lizelle Brink, and Michael P. Leiter (2016)/ 345 South African banking industry/ Mplus/ Q4 SA Journal of Industrial Psychology	Workplace incivility on engagement, commitment, job satisfaction, turnover	Workplace incivility (instigated only) negative predictor of job satisfaction
12	Alola, Uju Violet, Olusegun A. Olugbade, Turgay Avci, and Ali Öztüren. "Customer incivility and employees' outcomes in the hotel: Testing the mediating role of emotional exhaustion." Tourism Management Perspectives 29 (2019): 9- 17.	Customer incivility, emotional exhaustion, turnover intentions and job satisfaction.	Customer incivility increases Emotional Exhaustion and Turnover Intention, but has no direct influence on Job Satisfaction. The findings demonstrate that Emotional exhaustion partially mediates the effect of Customer incivility on turnover intention, while it fully mediates the effect on Job Satisfaction.

Appendix F

Synthesis Matrix of Literature on Despotic Leadership

S No	Author/ sample/ Package/ Journal	Variables	Results/ outcomes
1	Barry, D. A. (2002). Job satisfaction and leadership style: A study of 173 Michigan high school principals/ SPSS/ USA based University journal	Transactional, Transformational leadership on Job satisfaction	All had positive relationship. Gap: Larger sample, different leadership style instrument on job satisfaction
2	De Hoogh, A. H., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study/ 73 CEOs/The Leadership Quarterly/Scopus	Leader social responsibility via Ethical leadership and despotic leadership on team performance and subordinate's future optimism	Ethical leaders were as expected. Despotic leadership did not influence team performance. Gap: context must be accounted for new explorations
3	Padilla, A., Hogan, R., & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments/ review/The Leadership Quarterly/ Scopus	Destructive leadership, Conducive environment and Susceptible followers	Toxic triangle. Gap: May explore more with context and followers. Literature is unclear on destructive leadership.
4	Naseer, S., Raja, U., Syed, F., Donia, M. B., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviours/480 banking/ telecom/ education/ The Leadership Quarterly/ Scopus	despotic leadership, Leader member exchange and perceived organizational politics on employee performance, OCB and creativity	A three-way interaction suggests that the negative relationship between despotic leadership and the three dependent variables is strongest when both LMX and POP are high
5	Nauman, S., & Fatima, T. (2018). Does Despotic Leadership Harm Employee Family Life: Exploring the Effects of Emotional Exhaustion and Anxiety/ PROCESS and SEM/ 224 book sellers/Frontiers in psychology/ Q1	despotic leadership, via emotional exhaustion on work-family conflict and life satisfaction. Despotic leadership on LS and WFC moderated by train anxiety	despotic leadership related to WFC not with Life satisfaction. Anxiety moderated. Gap: new study may find other outcomes of Despotic leadership
6	Erkutlu, H., & Chafra, J. (2018). Despotic leadership and organizational deviance: The mediating role of organizational identification and the moderating role of value congruence. Journal of Strategy and Management/ by Emerald	Despotic leadership on employee organizational deviance. Mediated by organizational identification. Moderated by value congruence	all had positive relationship. Gap Need to expand knowledge on despotic leadership context effect must be evaluated
7	Simões, J. G. M. F. F. (2016). The impact of ethical and despotic leadership on the emotions and team work engagement perceptions of individual members within work teams (Doctoral dissertation)/ 243 individual/ SPSS/Portugal Univesity based journal	ethical and despotic leadership styles on team: positive emotions, negative emotions and perception of team work engagement	No significant indirect effect of Despotic Leadership on TWE through Negative emotions. And effects directly on positive emotions are not statistically significant

Appendix G

Synthesis Matrix of Recent Literature on Mediating of Emotional exhaustion

S. no	Author/ Soft:/Sample/Journal	Variables	FINDINGS/ RECOMM:
1	Cordes & Dougherty 1993/605 different service occupations/ Q1. Academy of management review	Literature review on burnout	Burnout (Emotional Exhaustion) need more attention
2	Babakus, Cravens, Johnston, & Moncrief, 1999/ sales force 350/LISREL 7/ Q1. Journal of the Academy of Marketing Science	Role ambiguity, role conflict-> {Emotional Exhaustion}->Job Satisfaction, Performance, intention to leave	Emotional Exhaustion mediated and was related to Job Satisfaction
3	Boles, Johnston, & Hair, 1997/ EQS software/ Sales person 104/ Q1 Journal of Personal Selling & Sales Management	Role conflict, Role ambiguity, Work family conflict-> {Emotional Exhaustion}->Job Satisfaction->propensity to leave	Emotional Exhaustion not related to Job Satisfaction. Gap: work on Emotional Exhaustion need studies at individuals. Also, in other causal relations.
4	Sun and Pan (2008)/ LISREL China- manufacturing 680 employees/ Q1 Human Resource Development Quarterly.	HR practices-[mod]-> {Emotional Exhaustion}->Job Satisfaction and job Performance	All relations supported. Emotional Exhaustion as mediator related to Job Satisfaction
5	Karatepe & Aleshinloye, 2009/ LISREL Nigeria-frontline service 250 ethnic groups/ Q1. International Journal of Hospitality Management	Negative Affectivity, Intrinsic Motivation-> {Emotional dissonance+ Emotional Exhaustion}->Job performance and Turn over intention	Emotional Exhaustion not related to Job performance. Emotional Exhaustion acted partial mediation. Emotional Exhaustion not mediated between Emotional dissonance and Job performance
6	Knudsen, Ducharme, & Roman, 2009/JDR- /410 leaders/Mplus/ Q1 Journal of Occupational Health Psychology	Performance demand, centralization, Innovation-decision making , Strategic-planning-> {Emotional Exhaustion}-> Turnover	Emotional Exhaustion fully or partially? Partial. Innovation decision making not mediated by Emotional Exhaustion on turnover. Gap: research on leadership in other organizations
7	Tayfur, Bayhan Karapinar, & Metin, Camgoz, 2013/AMOS/217 bankers/ Q1. International Journal of Stress Management	Procedural justice, distributive-justice -> {learned helplessness + Emotional Exhaustion+ cynicism}-> Turnover	Emotional Exhaustion mediation was not strong between distributive justice and turnover
8	Zhang, You, Liu, Zheng, Fang, Lu, and Wu (2014)/ SPSS/181 china nurses/ Q1. Nursing outlook	Work environment->{burnout}->Job Satisfaction and Intention to leave	Emotional Exhaustion related to Job Satisfaction. More effort should be made to improve nurse job outcomes (Job Satisfaction)

Appendix H

Synthesis Matrix of Recent Literature on Job Satisfaction

S. no	Author/ Soft:/Sample/Journal	Variables	FINDINGS/ RECOMM:
1	Fitness, J. (2000)/117 North America/ Journal of Applied Psychology/ Q1	Aggression, sexual harassment, gender, job satisfaction, turnover and work withdrawal	Sexual harassment was negatively related to job satisfaction, co-worker satisfaction, supervisor satisfaction, affective commitment, and psychological well- being, and positively related to intent to turnover, job stress, and work withdrawal
2	Boafo, I. M. (2018)/ 592 qualified practising nurses / <i>Human resources for health/Q1</i>	Workplace disrespect and violence on nurses' job satisfaction	Nurses who experienced verbal abuse and low level of respect were more likely to report low job satisfaction scores. Overall, nurses were neither satisfied nor dissatisfied with their jobs
3	Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001)/ 1,180 public-sector employees/ Journal of occupational health psychology/Q1	Incivility, psychological distress, job satisfaction, job withdrawal, and career salience.	Workplace incivility had significant negative effect on job satisfaction, job withdrawal, and career salience
4	Boamah, S. A., Read, E. A., & Spence Laschinger, H. K. (2017)/3,743 nurses/ Mplus/ Journal of advanced nursing/Q1	Authentic leadership, structural empowerment, short- staffing and work-life interference and subsequent burnout, job satisfaction and patient care quality	Authentic leadership significantly effect structural empowerment, which in turn, decreased both short-staffing and work- life interference. Short-staffing and work- life imbalance subsequently resulted in nurse burnout, lower job satisfaction and lower patient care quality one year later
5	Baeriswyl, S., Krause, A., & Schwaninger, A. (2016)/ 1,127 screeners at a European airport/ (JD-R) model/structural equation modeling /Frontiers in Psychology/ Q1	Work load and supervisor support {mediator} work family conflict, on emotional exhaustion and job satisfaction	Supervisor support a major job resource predicted job satisfaction, workload a major job demand predicted emotional exhaustion, Work Family Conflict partially mediated the impact of supervisor support and workload on job satisfaction and emotional exhaustion.
6	Tepper, B. J. (2000)/712 city residents/ Academy of management journal/Q1	Abusive supervision, job and life satisfaction, commitment, work- family conflict, psychological distress {Mediator} organizational justice [moderator] job mobility.	abusive supervision was associated with lower job and life satisfaction, lower normative and affective commitment, and higher continuance commitment, conflict between work and family, and psychological distress. Organizational justice mediated most of these effects, and job mobility moderated some of the deleterious effects of abusive supervision
7	Boamah, S. A., Laschinger, H. K. S.,	Transformational leadership, structural	Transformational leadership had a strong positive influence on workplace

- | | | | |
|----|--|---|---|
| | Wong, C., & Clarke, S. (2018)/378 nurses in Ontario/SPSS/. <i>Nursing outlook/Q1</i> | empowerment, job satisfaction, and adverse patient outcomes | empowerment, which in turn increased nurses' job satisfaction and decreased the frequency of adverse patient outcomes |
| 8 | Bruyneel, L., Thoelen, T., Adriaenssens, J., & Sermeus, W. (2017)/ 294 nurses/ Journal of Advanced Nursing/ Q1 | Job satisfaction, emotional exhaustion and turnover intention | Several Magnet and Job Demand Control Support dimensions were related to turnover intention, either via job dissatisfaction (mediation) or via job satisfaction and emotional exhaustion (serial mediation) |
| 9 | Khan, N. Z. A., Imran, A., & Nisar, Q. A. (2016) / 220 telecommunication respondents/Hayes PROCESS method/ European Online Journal of Natural and Social Sciences/ | Emotional exhaustion, Job satisfaction, and turnover | Stress did not affect the level of satisfaction of employees as they are well trained and informed that job stress is the part of their work activities in call centres and the stress in organizations is needed to be dealt with |
| 10 | Aiken, L. H., Clarke, S. P., Sloane, D. M., Sochalski, J., & Silber, J. H. (2002)/ 10184 staff nurses/ Journal of the American Medical Association/ Q | Nurse to patient ratio on Burnout and job dissatisfaction | Nurse to patient is related to effect burnout and job satisfaction |
| 11 | Brewer, E. W., & Clippard, L. F. (2002)/ Human Resource Development Quarterly/ 160 student service support personnel/ Scopus | Emotional exhaustion, Job satisfaction | Emotional exhaustion negatively related job satisfaction and accomplishment had positive relationship. |
| 12 | Wolpin, J., Burke, R. J., & Greenglass, E. R. (1991)/ 245 school educators /secondary data analysis/Human relations/Q1 | Work settings, marital status, burnout, job satisfaction | The results showed that negative work setting characteristics and marital dissatisfaction were associated with greater work stressors, which in turn were associated with increased burnout, which in turn resulted in decreased job satisfaction |
| 13 | Wright, T. A., & Cropanzano, R. (1998)/ 52 social welfare workers/ / Journal of applied psychology/ | Emotional exhaustion and job satisfaction, voluntary turnover, and job performance. | Emotional exhaustion was unrelated to job satisfaction. Emotional exhaustion was associated with both performance and subsequent turnover |
| 14 | Tepper, B. J., Duffy, M. K., Hoobler, J., & Ensley, M. D. (2004)/173 supervised employees/Journal of Applied Psychology/Q1 | Organizational citizenship behaviours (OCBs), supervisors' abusiveness, employees' job satisfaction, affective commitment | Abusive supervision was high, co-workers' OCB was negatively related to job satisfaction, and was unrelated to organizational commitment. OCB was positively related to fellow employees' job satisfaction and affective commitment. |
| 15 | Morrison, K. B., & Korol, S. A. (2014)/9 nurses interview/ Journal of Clinical Nursing | Demanding work environments, Empathic engagement, nurse perceptions, challenges, rewards, | Discrepancies were found between care expectations outlined by management and nurses' perceptions of care provision. The Job Satisfaction Model suggests rewards |

		energy, Job satisfaction	and energy increased while burnout from work decreased job satisfaction.
16	Flanagan, N. A., & Flanagan, T. J. (2002)/287 registered nurses/ Research in nursing & health/Q1	Job Satisfaction and Job Stress	Important sources of job satisfaction were professional status and interaction with employees. Multivariate analyses showed an inverse relationship between stress and job satisfaction.
17	Linzer, M., Konrad, T. R., Douglas, J., McMurray, J. E., Pathman, D. E., Williams, E. S., ... & Rhodes, E. (2000)/2,326 primary care and specialty physicians in the United States/ Journal of general internal medicine / Q1	Managed Care, Time Pressure, and Physician Job Satisfaction	Time pressure was negatively associated with job satisfaction of physicians. As a result, decided to quit job within next two years.
18	Hamid, S., Malik, A. U., Kamran, I., & Ramzan, M. (2014) /41 nurses were interviewed/Journal of multidisciplinary healthcare/Q1	Work pressure, limited resources, short-staffing, skill mix, working conditions, compensation, nonfinancial incentives, and workplace safety, job satisfaction	All of the respondents had joined the profession by choice and were supported by their families in their decision to pursue their career, but now indicated that they were dissatisfied with their jobs
19	Alameddine, M., Baroud, M., Kharroubi, S., Hamadeh, R., Ammar, W., Shoaib, H., & Khodr, H. (2017)/1,000 healthcare providers/ Health & social care in the community/Q1	Satisfaction with standards of care, professional support, Personal satisfaction, Satisfaction with workload, Satisfaction with job prospects, Satisfaction with training, Satisfaction with pay, and Overall job satisfaction	Findings of the study indicating that Health Care Providers are partially satisfied.
20	Alghamdi, M. G., Topp, R., & AlYami, M. S. (2018)/600 Saudi nurses/ Journal of advanced nursing/Q1	Gender, Transformational leadership, job satisfaction	Post hoc analysis indicated that nurses regardless of their gender reported higher job satisfaction and perceived transformational leadership style of their manager when their manager was male.
21	AlAzzam, M., AbuAlRub, R. F., & Nazzal, A. H. (2017, October)/333 Jordanian nurses/SPSS/ Nursing forum/Q2	work–family conflict and satisfaction level.	The negative and significant relationship between the work and family conflict and the job satisfaction level was supported
22	Bahalkani, H. A., Kumar, R., Lakho, A. R., Mahar, B., Mazhar, S. B., & Majeed, A. (2011)/ 56 female nurses' /Journal of Ayub Medical College Abbottabad/Q3	work environment, job responsibilities, and powers; and time pressure and job satisfaction	Overall 86% respondents were dissatisfied with about 26% highly dissatisfied with their job.